

## Nicholas A. Hays

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### ACADEMIC POSITIONS

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#### Michigan State University, Broad College of Business

Main Street Capital Corporation Endowed Faculty in Business Fellow

Associate Professor (with tenure)

2020-present

Assistant Professor

2014-2020

#### New York University, Stern School of Business

Visiting Assistant Professor

2012-2014

### EDUCATION

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#### University of California, Los Angeles

Ph.D., Management (Area: Organizational Behavior)

2012

#### University of Pennsylvania

B.A., Psychology (with honors), The College of Arts and Sciences

2000

B.S., Economics, The Wharton School

*Summa cum laude*

### PUBLICATIONS

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Hays, N. A., Li, H., Yang, X., Oh, K., Yu, A., Chen, Y.-R., Hollenbeck, J. R., & Jamieson, B. B. (2022). A tale of two hierarchies: Interactive effects of power differentiation and status differentiation on team performance. *Organization Science*, 33(6), 2085-2540.

Matusik, J. G., Mitchell, R. L., Hays, N. A., Fath, S., Hollenbeck, J. R. (2022). The highs and lows of hierarchy in multiteam systems. *Academy of Management Journal*, 65(5), 1571-1592.

Lee, H. W., Hays, N. A., & Johnson, R. E. (2021). To thine own (empowered) self be true: Aligning social hierarchy motivation and leader behavior. *Journal of Applied Psychology*, 106(7), 1033-1048.

Mitchell, R. L., Bae, K., Case, C. R., Hays, N. A. (2020). Drivers of hierarchy striving. *Current Opinion in Psychology*, 33, 189-195.

## **PUBLICATIONS (continued)**

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- Yu, A., Hays, N. A., & Zhao, E. (2019). Development of a bipartite measure of social hierarchy: The perceived power and perceived status scales. *Organizational Behavior and Human Decision Processes*, 152, 84-104.
- Bendersky, C., & Hays, N. A. (2017). The effects of status conflicts in groups where members disagree about status hierarchies. *Social Psychological and Personality Science*, 8(2), 124-132. Awarded IACM Best Empirical Conference Paper, 2013.
- Hays, N. A., & Blader, S. L. (2017). To give or not to give? Effects of status and legitimacy on generosity. *Journal of Personality and Social Psychology*, 112(1), 17-38.
- Hays, N. A., & Bendersky, C. (2015). Not at all inequality is created equal: Effects of status versus power hierarchies on competition for upward mobility. *Journal of Personality and Social Psychology*, 108(6), 867-882.
- Hays, N. A., & Goldstein, N. J. (2015). Power and legitimacy influence conformity. *Journal of Experimental Social Psychology*, 60, 17-26.
- Hays, N. A. (2013). Fear and loving in social hierarchy: Sex differences in preferences for power and status. *Journal of Experimental Social Psychology*, 49(6), 1130-1136.
- Bendersky, C., & Hays, N. A. (2012). Status conflict in groups. *Organization Science*, 23(2), 323-340. Awarded IACM Best Theoretical Conference Paper, 2008.
- Goldstein, N. J., & Hays, N. A. (2011). Illusory Power Transference: The Vicarious Experience of Power. *Administrative Science Quarterly*, 56(4), 593-621.  
Featured in the May 2013 issue of *Harvard Business Review*, and on the *ASQ* Blog in Jan. 2016.

## **MANUSCRIPTS UNDER REVIEW**

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- Hays, N. A., Lee, A. J., Blader, S. L., & Galinsky, A. D. The social relations-action theory of social hierarchy: Understanding the distinct psychological experience of status and power. Revise and resubmit at *Psychological Review*.
- Mitchell R. L., Matusik, J. G., Hays, N. A. Do the rich get richer? Exploring the dynamic relationship between power and status. Revise and resubmit at *Organization Science*.
- Zhong, Y., Li, H., Shen, X., Hays, N. A., & Li, J. Turning team failure into success: Status differentiation moderates team willingness to add high-status members. Revise and resubmit at *Organization Science*.

## MANUSCRIPTS IN PROGRESS

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- Hays, N. A., Blader, S. L., & Chen, Y.-R. Smart, generous, committed, and happy: Examining four antecedents of status conferral in groups.
- Hays, N. A., Connors, A., Matusik, J. G., Dishop, C., Cornfield, B. L., Prasad, S., Mehta, P. H., Lee, A. J., Blader, S. L., & Galinsky, A. D. Hormonal effects of power and status.
- Hays, N. A., Guo, Z., & Johnson, R. E. Contextualizing the corporate ladder: How the psychology of structural rank is shaped by the relative salience of power versus status.
- Hays, N. A., Matusik, J. G., Godart, F., Mortensen, J., & Galinsky, A. D. Status supernovas: Why some groups shine bright but flame out.
- Hays, N. A., & Schaumberg, R. L. From the bite of conscience to the spark of insight: Moral identity is positively associated with creative performance.
- Hays, N. A., Skowronek, S., & Goldstein, N. J. The chance to cheat: Opportunities for unethical behavior create a thirst for power.
- Eisenhard, C., Matusik, J. G., Mitchell, R. L., Boora, L., & Hays, N. A. Risky wildcards: Relaxing the assumption of clear performance expectations.
- Hahn, R., Mitchell, R. L., Awasty, N., & Hays, N. A. Dressing the part: The impact of self-objectification, power, and gender on dress labor and goal progress.
- Hemsley, R., Guo, Z., Somaraju, A., Burgess, B., Hays, N. A. Preoccupation or internalization? Pruning perspectives on conflict coupling through temporal and social dynamics.
- Maric, S., Gai, S. L., & Hays, N. A. Multiple anchor points and CEO risk-taking.
- Mitchell R. L., Fernandes, C. R., Oh, J. K., & Hays, N. A. Allocation of status investment: Moderating effects of status portfolio variance on within-group responses to status.
- Oh, K. J., Hays, N. A., & Lee, H. W. Critical feedback or abuse: How social status shapes perceptions of and reactions to abusive supervision.
- Perry, J. L., Roberson, Q. M., & Hays, N. A. Within and beyond: Divergent effects of team power and status on harming.
- Ruvio, A. A., Hays, N. A., Mandel, N., & Krebs, J. Selfish sharing.
- Zhao, E., Hays, N. A., Licht, J.-G., & Leroy, S. Keeping up appearances: Effects of status on unethical decision-making in service of vanity.

## AWARDS AND HONORS

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Withrow Emerging Scholar Award	July 2023
Elected Fellow, Society of Experimental Social Psychology	July 2022
Broad College Executive MBA Program Teaching Excellence Award	August 2019
Academy of Management Organizational Behavior Division Best Symposium	August 2017
International Assoc. for Conflict Management Best Empirical Conference Paper	July 2013
International Assoc. for Conflict Management Best Theoretical Conference Paper	July 2008

## CONFERENCE PRESENTATIONS

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Perry, J. L., Roberson, Q. M., & Hays, N. A. (August 2024). Within and beyond: Divergent effects of team power and status on harming. Paper presented at the annual meeting of the Academy of Management, Chicago, IL.

Hays, N. A., Matusik, J. G., Godart, F. C., Yilmazatilla, D., Mortensen, J., & Galinsky, A. D. (August 2023). Status supernovas: Why some groups shine bright but flame out. Paper presented at the annual meeting of the Academy of Management, Boston, MA.

Hays, N. A., Guo, Z., & Johnson, R. E. (August 2023). Contextualizing the corporate ladder: How the psychology of structural rank is shaped by the relative salience of power versus status. Paper presented at the annual meeting of the Academy of Management, Boston, MA.

Hays, N. A., Blader, S. L., & Chen, Y.-R. (February 2023). Smart, generous, committed, and happy: Examining four antecedents of status conferral and influence in groups. Paper presented at the annual meeting of the Society for Personality and Social Psychology, Atlanta, GA.

Hays, N. A., Blader, S. L., & Chen, Y.-R. (August 2022). Smart, generous, committed, and happy: Examining four antecedents of status conferral and influence in groups. Paper presented at the annual meeting of the Academy of Management, Seattle, WA.

Hays, N. A., Matusik, J. G., Mortensen, J., & Galinsky, A. D. (February 2020). Status supernovas: Why some groups shine bright but flame out. Paper presented at the annual meeting of the Society for Personality and Social Psychology, New Orleans, LA.

Hays, N. A., Lee, A. J., Blader, S. L., & Galinsky, A. D. (August 2019). The Interdependence-Efficacy theory of status: Understanding the psychological effects of status. Paper presented at the annual meeting of the Academy of Management, Boston, MA.

Hays, N. A., Li, H., Jamieson, B. B., Yang, X., Oh, J. K., Yu, A., Chen, Y.-R., Hollenbeck, J. R. (August 2019) The impact of power, status, and regulatory focus on team performance. Paper presented at the annual meeting of the Academy of Management, Boston, MA.

## CONFERENCE PRESENTATIONS (continued)

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- Hays, N. A., & Schaumberg, R. L. (July 2019). From the bite of conscience to the spark of insight: Moral identity is positively associated with creative performance. Paper presented at the annual meeting of the International Association of Conflict Management, Dublin, Ireland.
- Hays, N. A., Guo, Z., & Johnson, R. E. (March 2018). Relative salience of power versus status. Paper presented at the annual meeting of the Society for Personality and Social Psychology, Atlanta, GA.
- Hays, N. A., & Guo, Z. (August 2017). Relative salience of power versus status. Paper presented at the annual meeting of the Academy of Management, Atlanta, GA.
- Hays, N. A., Matusik, J. G., Mortensen, J., & Galinsky, A. D. (August 2017). The Supernova effect: Effects of hierarchical inequality on band performance. Paper presented at the annual meeting of the Academy of Management, Atlanta, GA.
- Hays, N. A., Matusik, J. G., Mortensen, J., & Galinsky, A. D. (July 2017). The Supernova effect: Effects of hierarchical inequality on band performance. Paper presented at the annual meeting of the International Association of Conflict Management, Berlin, Germany.
- Hays, N. A., Lee, A. J., Blader, S. L., & Galinsky, A. D. (September 2016). The social integration theory of status in organizations. Paper presented at the annual meeting of the Society of Experimental Social Psychology, Santa Monica, CA.
- Hays, N. A., & Greer, L. L. (August 2016). Power is not addictive, but status is: Why positions at the top are addictive and what this means for rewarding top performers. Paper presented at the annual meeting of the Academy of Management, Anaheim, CA.
- Hays, N. A., & Greer, L. L. (June 2016). Power is not addictive, but status is: Why positions at the top are addictive and what this means for rewarding top performers. Paper presented at the annual meeting of the International Association of Conflict Management, New York, NY.
- Hays, N. A., & Blader, S. L. (January 2016). To give or not to give? Effects of status and legitimacy on generosity. Paper presented at the annual meeting of the Society for Personality and Social Psychology, San Diego, CA.
- Hays, N. A., & Greer, L. L. (January 2016). Satiability of power and status. Paper presented at the annual meeting of the Society for Personality and Social Psychology, San Diego, CA.
- Hays, N. A., & Bendersky, C. (August 2015). Not at all inequality is created equal: Effects of status versus power hierarchies on competition for upward mobility. Paper presented at the annual meeting of the Academy of Management, Vancouver, BC.
- Hays, N. A., & Blader, S. L. (August 2015). To give or not to give? Effects of status and legitimacy on generosity. Paper presented at the annual meeting of the Academy of Management, Vancouver, BC.

## CONFERENCE PRESENTATIONS (continued)

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- Hays, N. A., & Goldstein, N. J. (August 2014). Power and legitimacy: The moderating effect of legitimacy on conformity. Paper presented at the annual meeting of the Academy of Management, Philadelphia, PA.
- Hays, N. A., & Blader, S. L. (August 2014). To give or not to give? Effects of status and legitimacy on generosity. Paper presented at the annual meeting of the Academy of Management, Philadelphia, PA.
- Hays, N. A., & Bendersky, C. (May 2014). Not at all inequalities are created equal: The effects of status and power inequality on competition. Paper presented at the annual meeting of Society for Industrial and Organizational Psychology, Honolulu, HI.
- Hays, N. A. (August 2013). Fear and loving in social hierarchy: Differential preferences for power and status. Paper presented at the annual meeting of the Academy of Management, Orlando, FL.
- Hays, N. A., & Bendersky, C. (July 2013). Not at all inequalities are created equal: The effects of status and power inequality on competition. Paper presented at the annual meeting of INGRoup, Atlanta, GA.
- Hays, N. A., & Bendersky, C. (August 2012). Status tournaments: The effect of hierarchy dispersion on status challenges. Paper presented at the annual meeting of the Academy of Management, Boston, MA.
- Hays, N. A., & Goldstein, N. J. (January 2012). Power and legitimacy: The moderating effect of legitimacy on conformity. Poster presented at the annual meeting of the Society for Personality and Social Psychology, San Diego, CA.
- Hays, N. A., & Bendersky, C. (July 2011). Antecedents of status challenges. Paper presented at the annual meeting of the International Association of Conflict Management, Istanbul, Turkey.
- Hays, N. A. (January 2011). Climbing the ladder one rung at a time: Competing effects of status distance on status challenges. Poster presented at the annual meeting of the Society for Personality and Social Psychology, San Antonio, TX.
- Hays, N. A., & Bendersky, C. (July 2010). Antecedents of status seeking. Paper presented at the annual meeting of INGRoup, Washington, DC.
- Hays, N. A., & Goldstein, N. J. (January 2010). Power by association: The vicarious experience of power. Poster presented at the annual meeting of the Society for Personality and Social Psychology, Las Vegas, NV.
- Bendersky, C., & Hays, N. A. (July 2008). Status conflicts in groups. Paper presented at the annual meeting of the International Association of Conflict Management, Chicago, IL.

## INVITED PRESENTATIONS

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Rice University Jones Graduate School of Business – March 2025  
Dartmouth College Tuck School of Business – November 2019  
Cornell University Johnson-ILR Speaker Series – February 2019  
Singapore Management University Psychology Department – February 2019  
IDC Herzliya – June 2018  
University of Michigan Psychology Department – August 2016  
University of Michigan Ross School of Business – February 2016  
University of Texas McCombs School of Business – October 2016  
NYU Stern School of Business – November 2015  
INSEAD – November 2013  
University of Maryland Smith School of Business – October 2013  
University of Minnesota Carlson School of Management – October 2013  
Queens University – October 2013  
University of Arizona Eller College of Management – October 2013  
London Business School – December 2011  
University of Michigan Ross School of Business – November 2011  
Temple University Fox School of Business – November 2011

## STUDENT ADVISING

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Brian Burgess, Dissertation committee member  
Christopher Dishop, Dissertation committee member  
Alice Guo, Dissertation committee member  
Rachel Hahn, Dissertation committee chair  
Ryan Hemsley, Dissertation committee member  
Hun W. Lee, Dissertation committee member  
James G. Matusik, Dissertation committee member  
Rebecca L. Mitchell, Dissertation committee member

## TEACHING EXPERIENCE

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Negotiations (Undergraduate, Master of Accounting, Master of Healthcare Management, and Executive MBA)	2015-2025
Organizational Leadership (Undergraduate and Master of Accounting)	2014-2015
Management & Organizations (Undergraduate)	2013

## UNIVERSITY AND DEPARTMENT SERVICE

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Representative, Broad College Undergraduate Program Committee (2024-present)  
Faculty advisor, PhD student research colloquium (2014-2017, 2023-present)  
Faculty director, Broad Behavioral Lab (2021-present)  
Faculty director, Management subject pool (2016-present)  
Faculty advisor, Students Consulting for Non-profit Organizations (2016-present)  
Faculty director, MSU Management Consulting Academy (2020-2024)  
Representative, MSU Faculty Senate and University Council (2020)  
Committee member, PhD student admissions (2017)  
Co-chair, Management department speaker committee (2016-2020)

## PROFESSIONAL SERVICE

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Board Member, Int'l Assoc. for Conflict Management (2024-2026)  
Program chair, Int'l Assoc. for Conflict Management annual meeting (2023)  
Committee chair, dissertation award, Int'l Assoc. for Conflict Management annual meeting (2019)  
Program committee, Society for Personality and Social Psychology annual meeting (2014)  
Program committee, International Association for Conflict Management annual meeting (2011)

Editorial board member, *Organizational Behavior and Human Decision Processes*.  
Editorial board member, *Organization Science*.  
Editorial board member, *Personality and Social Psychology Bulletin*.

Ad hoc reviewer for *Academy of Management Journal*, *Academy of Management Review*, *Journal of Applied Psychology*, *Journal of Personality and Social Psychology*, National Science Foundation, *Organization Science*, *Organizational Behavior and Human Decision Processes*, *Personality and Social Psychology Bulletin*, *Personality and Social Psychology Review*, and *Psychological Science*.

## PROFESSIONAL AFFILIATIONS

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Academy of Management	International Assoc. for Conflict Management
American Psychological Association	Society of Experimental Social Psychology
Association for Psychological Science	Society for Personality and Social Psychology

## OTHER PROFESSIONAL EXPERIENCE

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Bridge Strategy Group, Chicago, IL: Consultant	2003-2006
Expanets, Denver, CO: Purchasing Analyst	2001-2003
Booz Allen Hamilton, New York, NY: Consultant	2000-2001